

FIRE AND POLICE COMMISSION



Annual Report 2021

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LETTER FROM THE EXECUTIVE DIRECTOR



Dear Community Members,

This past year was a transformative year for the Milwaukee Fire and Police Commission (FPC).

During my first year with the FPC, we welcomed five new commissioners who are at the top of their fields, appointed chiefs of the Milwaukee Fire and Police Departments who are overwhelmingly supported by the community, and filled positions within the FPC that had been vacant for too long to create a diverse, talented, and high-performing team.

With these changes came a year of notable progress. Over the course of 2021, the FPC adopted numerous reforms to improve policing in Milwaukee, including policies that ban officers from executing no-knock search warrants and using chokeholds under any circumstance. At the same time, we strengthened our communication and collaboration with the Police and Fire Departments, made significant progress in our ongoing efforts to achieve full compliance with the *Collins* Settlement Agreement, and conducted all business—from recruiting to citizen complaints—through an equity lens.

The following report provides an overview of the past year's highlights of the most powerful civilian-led police and fire oversight agency in the country. We have navigated challenges that underscore the importance of our collective responsibility, and we look forward to building on our momentum and progress to increase both safety and justice in the city of Milwaukee.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. Todd'.

Leon W. Todd
Executive Director

ABOUT THE FIRE AND POLICE COMMISSION

Under state law and City Charter, the Fire and Police Commission (FPC) oversees the Milwaukee Fire Department (MFD) and Milwaukee Police Department (MPD). The FPC sets overall policy and standards while the chief of each department manages daily operations and implements the FPC's policy directions and goals. In addition to policy direction, FPC functions include establishing recruitment and testing standards for positions in MFD and MPD, rendering decisions in appeals by members of either department who have been disciplined by their chief, independently investigating and monitoring citizen complaints, and disciplining employees for misconduct.

The FPC, supported by a full-time professional staff, exercises its oversight function through regular meetings with both department chiefs and their staffs, by conducting research and analysis of policies and procedures, by implementing reforms, and by direct public input through the individuals appointed to the FPC board.

The individuals who serve as part-time board members spend many hours each week working on FPC business. They serve as the public's voice in fire and police operations and as a means of ensuring more responsive and effective city government. The board members' concerns reflect the Milwaukee community's. Their priorities include initiatives to promote constitutional policing, increase public safety, and maintain effective responses to fire and medical emergencies.

ABOUT THE FIRE AND POLICE COMMISSION CONT'D

About the Milwaukee Fire Department

The Milwaukee Fire Department was established on January 1, 1875 as the primary fire suppression, prevention, rescue, and emergency medical service for the city of Milwaukee. MFD is currently under the leadership of Fire Chief Aaron Lipski who was appointed chief in May 2021.



About the Milwaukee Police Department

The Milwaukee Police Department was established on October 4, 1855 as the primary law enforcement entity for the city of Milwaukee. MPD is currently under the leadership of Chief of Police Jeffrey Norman who was appointed by the FPC in November 2021.



ABOUT THE FIRE AND POLICE COMMISSION CONT'D

History

The Fire and Police Commission was established in 1885 by state law and is one of the oldest fire and police oversight agencies in the nation. The FPC was originally created to remove the fire and police services from the influences of politics. In Milwaukee, as in most cities at the time, chiefs of both departments were appointed by the mayor, who historically used these appointments and the appointments of police officers as a form of political patronage. The 1885 law made the FPC responsible for setting employment standards, testing candidates for positions in the Fire and Police Departments, and appointing both chiefs. In 1911, the FPC's authority was expanded to include all aspects of operational oversight of the Fire and Police Departments. The City Charter in 1968 and state law in 1969 allowed people to file citizen complaints against members of either MFD or MPD and, in 1977, changes in state law gave the FPC public safety rule-making authority. Currently, the FPC board is comprised of seven commissioners; however, state law allows there to be up to nine commissioners.

Guiding Principles

The mission of the FPC is to ensure that the Fire and Police Departments are prepared to protect the lives and property of the residents of the city of Milwaukee by:

- Monitoring the quality and effectiveness of Fire and Police Department policies, practices, and outcomes;
- Ensuring that complainants are heard and satisfied under the citizen complaint program;
- Improving community relations and enhancing public confidence; and
- Identifying and reducing racial and social disparities in police and fire services.

FPC PRIORITIES



Oversight and Reform

The FPC is charged with monitoring the quality and effectiveness of Fire and Police Department policies, practices, and outcomes.



Recruitment and Diversity Efforts

Recruitment for police officers, firefighters, and 911 telecommunicators is conducted through a lens of equity and inclusion.



Community Engagement

Ensuring that the community is aware of progress being made and that they are engaged in the process is very important to enhancing public confidence in the FPC.



Collins Settlement Agreement

Settlement agreement reached between various city of Milwaukee entities and a group of plaintiffs represented by the ACLU. The ultimate goal of the agreement is constitutional policing in the city of Milwaukee. The FPC has been ensuring this is at the forefront of current work.

FPC BOARD

The FPC's authority and responsibilities are set forth in Wisconsin Statute Section 62.50 and the Milwaukee Code of Ordinances Chapter 314. The board members are appointed by the mayor of Milwaukee and approved by the Common Council. They serve overlapping five-year terms and receive a stipend of \$6,600 per year. The board elects a chair and vice-chair annually. Diversity of background and experience makes the board representative of the entire Milwaukee community.

Key responsibilities include:

- Appointments and promotions of every member of the Police and Fire Departments
- Establishing policies and standards for both departments
- Hearing disciplinary appeals of department members

The following individuals currently serve as FPC board members:



Edward Fallon, Chair

Commissioner Fallon was appointed to the Board of Fire and Police Commissioners and elected chair in July 2021. A longtime member of the Marquette University Law School faculty and the Milwaukee legal community, Commissioner Fallon is an honors graduate of Boston University and Boston University Law School. Throughout his career as a legal advisor and professor, Commissioner Fallon has written and spoken extensively on matters of constitutional law, immigration law, and business law, amongst other topics. In addition to his full-time position at Marquette University Law School, where he has taught since 1992, Commissioner Fallon is a proud and dedicated member of Milwaukee's community, having served on the board of directors of Voces de la Frontera, as a mentor with the Latino Nonprofit Leadership Program at UWM, as the president of the Latino Community Center, and as a member of the Latino Advisory Committee for Public Television Channels 10 and 36.



Amanda Avalos, Vice-Chair

Commissioner Avalos was appointed to the Board of Fire and Police Commissioners in January 2021. She is currently the senior civic engagement director at Leaders Igniting Transformation. Commissioner Avalos is a graduate of Marquette University, the Emerge Wisconsin program, the Harvard Business School Young American Leaders Program, and Public Allies (twice). She is a co-founder of Milwaukee Beautiful, a legal observer for the American Civil Liberties Union of Wisconsin, and an activist committed to seeing Milwaukee thrive.



Fred Crouther

Commissioner Crouther was appointed to the Board of Fire and Police Commissioners in May 2015. He is the founding pastor of New Covenant Baptist Church, where he has been preaching, teaching, and shepherding for over 35 years. Under his leadership and direction, the church has undertaken a number of projects and programs aimed at community improvement and citizen empowerment, including a credit union and housing development corporation. Commissioner Crouther earned a master's degree in religious studies and a Doctor of Ministry degree in strategic leadership from Faith Seminary in Tacoma, Washington. Commissioner Crouther has served as president of the Wisconsin General Baptist State Convention, Inc., second vice-president of the National Baptist Convention USA, Inc., treasurer of the board of directors for OIC-GM, and chairman of the Community Safety Coalition, among other board and leadership appointments. He is a life member of the NAACP and has received a number of awards for his community involvement and leadership, both locally and nationally.



Joan Kessler

Commissioner Kessler was appointed to the Board of Fire and Police Commissioners in July 2021. An honors graduate of the University of Kansas and Marquette University Law School, Commissioner Kessler practiced law for more than 35 years prior to her appointment to the Wisconsin Court of Appeals, District 1, in 2004. She retired, following 16 years on the bench, in 2020. Deeply committed to the legal profession, Commissioner Kessler co-founded the Lawyers Association for Women, served as the president of the Milwaukee Young Lawyers Association, and served as chair of the Wisconsin Bar Association Board of Governors. Commissioner Kessler brings a wealth of community service experience to the FPC, having served on the board of the Milwaukee Chapter of the ACLU and the Milwaukee Women's Club's Race, Equity, and Inclusion Committee. Commissioner Kessler and her husband, Fred, have also established a scholarship to help graduates of Milwaukee Public Schools access the high-quality educational opportunities offered by the University of Wisconsin-Milwaukee. When not serving her profession and her community, Commissioner Kessler enjoys spending time with her family, especially her four grandchildren.



LaNelle Ramey

Commissioner Ramey was appointed to the Board of Fire and Police Commissioners in July 2021. A dynamic and inspirational leader, Commissioner Ramey comes to the FPC with a bachelor's and a master's degree from Marquette University and significant experience serving the Milwaukee community. He was instrumental in the creation of the Department of Black and Latino Male Achievement within Milwaukee Public Schools, supported the African American Leadership Program at Cardinal Stritch University, and led a \$2 million Academic and Healthy Sports Initiative that provides academic support, career exploration, athletics, and service learning to 2,000 members annually with the Boys & Girls Clubs of Greater Milwaukee. Since 2019, Commissioner Ramey has served as the executive director of MENTOR Greater Milwaukee, where he has focused his attention on preparing and equipping mentoring organizations to provide quality and effective mentoring to young people throughout Greater Milwaukee. He also served as an adjunct professor at Cardinal Stritch University and most recently was a founding board member of the Inaugural Milwaukee Health Board.



Dana World-Patterson

Commissioner World-Patterson was appointed to the Board of the Fire and Police Commission in December 2021. She is the founder of a nonprofit organization, Foundations for Freedom, Inc., an organization who recently was given an opportunity to redevelop an eight-unit apartment building into transitional housing for women. Commissioner World-Patterson also serves as a mayoral appointee on the Milwaukee Commission on Domestic Violence and Sexual Assault. She is the chair of the Human Trafficking Task Force of Greater Milwaukee and has been part of this task force for over 14 years. Commissioner World-Patterson is a graduate of Jackson State University and earned a Masters of Arts degree from the University of Wisconsin-Oshkosh. Commissioner World-Patterson is very committed to her work and hopes to use her experience to inform her work as a new commissioner.

FPC BOARD CONT'D

The following individuals also served as board members in 2021:



Steve DeVougas

Commissioner DeVougas was appointed to the Board of Fire and Police Commissioners in September 2013 and reappointed in October 2018. Commissioner DeVougas received his Juris Doctor from Marquette University Law School in 2007. He received his Bachelor of Arts degree from the University of Michigan–Ann Arbor in 2004, with majors in economics and English. He is past-president of the Wisconsin Association of African–American Lawyers and was named "40 under 40" by the Milwaukee Business Journal. Commissioner DeVougas resigned from the FPC board in February 2021.



Ann Wilson

Commissioner Wilson was appointed to the Board of Fire and Police Commissioners in March 2013. She is the manager of the Hillside Terrace Resource Center for the Housing Authority of the City of Milwaukee (HACM). She serves as a member of the board of trustees for Milwaukee Area Technical College, is first vice president of the Mission Ministry and co-chair of the New Members Ministry for the Canaan Baptist Church, where she has been a member for 40 years, and is legislative liaison of General Baptist State Convention, Inc. She is also involved in local community issues, especially housing and gun control. She was a past executive director of Jobs with Peace and a past chair of the board of commissioners of HACM. Commissioner Wilson's service on the FPC board ended in December 2021.



Angela McKenzie

Commissioner McKenzie was appointed to the Board of Fire and Police Commissioners in July 2016. Since 2013, she has been an Administrative Law Judge for the state of Wisconsin and was previously a municipal court commissioner for the city of Milwaukee and a senior associate at the law firm Borgelt, Powell, Peterson & Frauen, S.C. She is the secretary of Friends of Housing and is a member of the Wisconsin Bar Association and the Wisconsin Association of Worker's Compensation Attorneys. She holds a bachelor's degree from Columbia University in New York and a Juris Doctor from the University of Wisconsin Law School. Commissioner McKenzie's term ended in July 2021.

FPC BOARD CONT'D

The following individuals also served as board members in 2021:



Nelson Soler

Commissioner Soler was appointed to the Board of Fire and Police Commissioners in July 2016. He is currently the president and chief solutions officer of Multicultural Entrepreneurial Institute Inc., a multicultural marketing organization. Commissioner Soler is the emeritus board chair and founder of the Latino Entrepreneurial Network and has held or is currently holding board memberships on the MMAC Business Council, the Ethnic Business Coalition of Wisconsin, the Hmong Wisconsin Chamber of Wisconsin, the Latino Health Organization, and the Friends of the Children's Health Education Center. He has also been the recipient of the Governor's Partnership in Action Award by the Wisconsin Governor's Office and the Business Citizen Award by the Wisconsin Department of Commerce. Commissioner Soler holds two bachelor's degrees from the State University of New York at Buffalo and has obtained both an MBA and Masters of Science in international business from the University of Wisconsin-Milwaukee. Commissioner Soler's term ended in July 2021.



Everett Cocroft

Commissioner Cocroft was appointed to the Board of Fire and Police Commissioners in January 2019. Commissioner Cocroft is a retired city of Milwaukee fire lieutenant with over 32 years of dedicated service. Commissioner Cocroft is an experienced fire service leader whose professional responsibility extends into areas of community service, public relations, public education, public speaking, mentoring, motivational leadership, and decision-making. Commissioner Cocroft is competent and knowledgeable in all phases of fire service management with a specific expertise in recruitment and assessment training. Commissioner Cocroft has been a member of the International Association of Black Professional Firefighters since 1980 and served as president of the Milwaukee Brotherhood of Firefighters from 2011 to 2015. Commissioner Cocroft desires to assist the city of Milwaukee by meeting the needs, expectations, and aspirations of the citizens it serves. Commissioner Cocroft resigned from the FPC board in November 2021.

FPC MEETINGS AND STANDING COMMITTEES

The FPC board holds regular business meetings with the department chiefs twice each month except August, usually on the first and third Thursdays of the month at 5:30 p.m. All of these meetings are open to the public and provide an opportunity for interested people to listen to discussions and offer comments on agenda matters.

The board has four standing committees that meet periodically: the Complaints and Discipline Committee, the Policies and Standards Committee, the Testing and Recruiting Committee, and the Research and Rules Committee.

Complaints and Discipline Committee

The Complaints and Discipline Committee monitors issues related to citizen complaints filed with the FPC, MFD, and MPD, as well as other disciplinary matters involving members of MPD and MPD. Commissioners Avalos (Chair), Crouther, Kessler, and Ramey currently serve on this committee.

Policies and Standards Committee

The Policies and Standards Committee considers updates and amendments to Standard Operating Procedures/Guidelines and policies governing MFD and MPD. This committee is comprised of Commissioners Kessler (Chair), Ramey (Vice Chair), Avalos, Fallon, and World-Patterson.

Testing and Recruiting Committee

The Testing and Recruiting Committee is concerned with employment standards, qualifications, and competitive examinations for various entry-level positions and promotions. The committee also oversees recruitment efforts and provides recommendations on classifications for all positions in both MFD and MPD. Commissioners Ramey (Chair), World-Patterson (Vice Chair), Crouther, and Fallon are assigned to this committee.

Research and Rules Committee

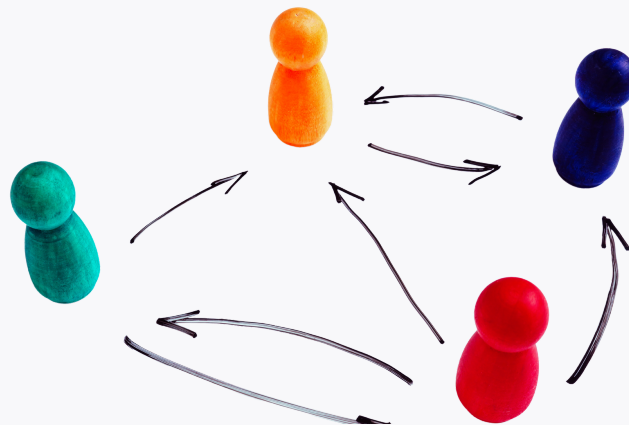
The Research and Rules Committee is responsible for developing FPC research priorities, analysis of data and reports regarding MFD and MPD operations, and recommending additions and modifications to FPC board rules. The committee consists of Commissioners Fallon (Chair), Kessler (Vice Chair), Avalos, Crouther, and World-Patterson.

FPC PROFESSIONAL STAFF

Daily FPC functions are performed by a professional staff of 24 full-time employees, headed by an executive director. Staff members are employees of the city of Milwaukee and are divided into an Administrative Unit, an Audit Unit, a Community Engagement Unit, a Legal Unit, an Investigations Unit, and a Staffing Services Unit. In addition, the Office of Emergency Management is an auxiliary office within the FPC.

The key responsibilities of the professional staff include:

- Administrative and technical support of FPC board meetings
- Policy review and oversight
- Citizen complaints
- Internal and external investigations
- Audits
- Research reports/surveys
- Recruiting/testing/hiring
- Community outreach and engagement
- Professional support and management for disciplinary appeal hearings

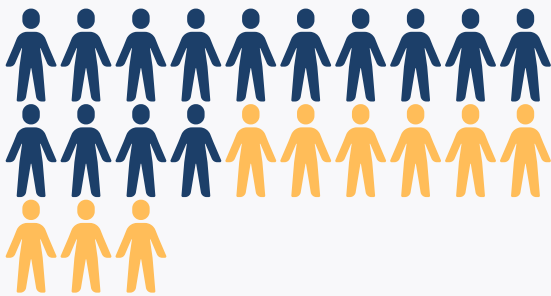


FPC PROFESSIONAL STAFF CONT'D

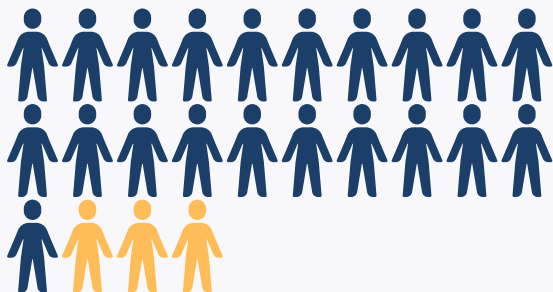
Leon Todd was appointed by the mayor as the new executive director in December 2020. He has several goals for team leadership:

- Fill staff vacancies
- Provide training and support
- Promote collaborative efforts

Fulfilling these goals is creating a positive work culture that allows the team to successfully carry out the FPC's critical responsibilities.



At the start of 2021, approximately 40% of the positions at the FPC were vacant (9 out of 23 positions). This created challenges for employees, who were juggling responsibilities beyond their regular job duties.



At the close of 2021, after a year of prioritizing staff recruitment and onboarding, we were nearly fully staffed.

CHIEF APPOINTMENTS

Selection Process for Fire Chief

In late 2020, Aaron Lipski was approved to be the acting fire chief for the Milwaukee Fire Department. In May 2021, the FPC board unanimously appointed Chief Lipski as the permanent fire chief. Chief Lipski has extensive experience and tenure as a representative of the Milwaukee Fire Department. He is a well-respected leader in the community and has faced extraordinary challenges, including being called upon to lead the department during a pandemic.



CHIEF AARON LIPSKI

Fire Chief Aaron Lipski has served the city of Milwaukee for over 25 years. Joining the Milwaukee Fire Department in 1997 (in the same recruit class as his older brother, Daniel), Lipski is a fourth generation Milwaukee firefighter and Milwaukee resident. Prior to joining, he served for several years as an EMT-basic with an urban private ambulance service. Lipski holds a bachelor's degree in communications, minoring in Africology, and a master's degree in public administration, both from the University of Wisconsin-Milwaukee.

Lipski has filled every rank, rising from firefighter to heavy equipment operator, then on to the company officer positions of lieutenant and captain. Appointed to battalion chief in 2010, Lipski covered operational battalions prior to being tasked with running the department's Division of Construction and Maintenance, responsible for overseeing the department's catalogue of facilities, all equipment and purchasing, and the entire fleet. Following this, Lipski was assigned as a deputy chief to the city-wide commander role. Filling this role for six-and-a-half years, Lipski expanded the footprint and operational efficiencies of the office.

In his time as a battalion chief, Lipski initiated a series of familiarization exercises with all neighboring fire departments, with whom there had been very little interaction and frosty relationships for decades. As a deputy chief, this evolved into a positive and productive shared services initiative which now has a team of true partners across all jurisdictions throughout Milwaukee County. This initiative has been a paradigm shift in the provision of fire and EMS services for all involved.

In 2019, Lipski was promoted to assistant chief, overseeing the department's Support Bureau, responsible for all budget and finance concerns, dealing with elected officials and the Fire and Police Commission, labor relations, investigations and discipline, all technical services and dispatch, as well as fleet and facilities. In late 2020, Lipski was approved to be the acting fire chief for the Milwaukee Fire Department.

Lipski chairs the American Lung Association's Local Leadership Board in Wisconsin as well as the Milwaukee County Substance Abuse Prevention Coalition. He also sits on the board of directors for the American Red Cross of Southeast Wisconsin. Happily married to his wife of 21 years, Krista, they enjoy spending time together and traveling to watch their daughter, Bella, play with her club volleyball team around the nation.

CHIEF APPOINTMENTS CONT'D

Selection Process for Chief of Police

In July 2021, three new commissioners joined the FPC board. Shortly thereafter, the board embarked on a new chief of police selection process. In September 2021, the board invited then-Acting Chief Jeffrey Norman to apply for the position of chief of police of the Milwaukee Police Department. In October 2021, the board conducted an interview with Chief Norman, during which he described his vision for MPD and answered extensive questions. Chief Norman also attended three community meetings to share his vision with the public. The FPC board then voted to appoint Chief Norman as the next permanent chief of the Milwaukee Police Department in November of 2021. Chief Norman is focused on ensuring that the Milwaukee Police Department's priorities align with those of the community it serves.



CHIEF JEFFREY NORMAN

Chief Jeffrey Norman was appointed to the Milwaukee Police Department in 1996. As an officer, Chief Norman served in District 1, District 2, and the Technical Communications Division until his promotion to detective in 2002. As a detective, he served in the Robbery Division, Violent Crimes Division, and Homicide Division until his promotion to lieutenant in 2010. As a lieutenant, he served in the Property Crimes Division, Metropolitan Division (Robbery Task Force, Homicide Unit, and Cold Case Unit), and District 5 as the dayshift commander. Promoted to captain in 2017, he commanded the Inspections Division and District 3. In 2020 he was promoted to assistant chief.

Chief Norman was the executive commander of the Criminal Investigation Bureau. The Criminal Investigation Bureau oversees the Homicide, Special Investigation, Violent Crimes, General Crimes, Sensitive Crimes, Fusion, and Forensic Divisions. Chief Norman was the former commander of District 3. His district served the west side of Milwaukee, which covers 11 square miles and over 100,000 residents. Chief Norman was also the former commander of the Inspections Division. The Inspections Division operates the Inspection, Accreditation, Audit, and CJIS Compliance Units. Chief Norman oversaw the Wisconsin Law Enforcement Accreditation Group (WILEAG) accreditation standards for the department and ensures districts and divisions are regularly audited and inspected for compliance according to departmental policies and procedures, national law enforcement best practices, and federal, state, and local law.

Chief Norman holds a Bachelor of Science degree in criminal justice from the University of Wisconsin-Milwaukee, a Masters of Public Administration degree from Kaplan University, and a Juris Doctor degree from Marquette University Law School. Chief Norman is a graduate of the FBI LEEDA's Executive and Command Institutes, Southern Police Institute's Chief Executive Leadership, International Associations of Chiefs of Police's Leadership in Police Organizations, and 68th Session of the Police Executive Research Forum-Senior Management Institute for Police (SMIP) in Boston, MA.

POLICY REVIEW

Though the responsibilities for the daily management of the Police and Fire Departments fall on the respective chiefs, the FPC has the responsibility and authority to approve and/or modify all policy decisions for the departments. And because this authority rests in the hands of city residents appointed by the elected mayor of the city, the ultimate authority on the policies of the Police and Fire Departments rests with the city's residents themselves. All new and amended policies for the Police and Fire Departments are reviewed by the chair and the executive director of the FPC and all substantive changes to policy are placed on a regular meeting agenda for public comment and review by the full board.

When a change is sought by the departments, the information is communicated to the FPC. Staff review and outline the changes, supplying the board with analysis to enable informed decisions.

The policy oversight function of the FPC board is key to community input into the day-to-day functions of the departments and provides an avenue to increase understanding of those functions.

The active role FPC commissioners take in the policy deliberating process has the potential to push the evolution of the departments toward a more fair, modern, and responsive future.

Following the completion of the review process by FPC staff, the policy changes are routed to three possible resolutions:

- **Administrative Approval:** minor changes approved by the chair and executive director
- **Administrative Denial:** minor changes that are unacceptable and are denied by the chair and executive director
- **Regular Meeting Vote:** these changes are often referred first to the FPC's Policies and Standards Committee for discussion and debate, then returned to the full board for a vote

POLICY REVIEW CONT'D

In 2021, the FPC board approved **40** new or amended policies for the Milwaukee Police Department. These included items of great public interest, such as:

SOP 001 – Fair and Impartial Policing

- Affirming MPD's commitment to anti-racist principles

SOP 003 – Community Oriented Policing

- Articulating MPD's commitment to community-oriented policing

SOP 004 – Whistleblower Protections

- Clarifying that police officers have an affirmative duty to report serious acts of misconduct by other officers and protecting reporting officers from retaliation

SOP 320 – Canines

- Adding new requirements and restrictions for canine deployment

SOP 460 – Use of Force

- Banning the use of chokeholds under any circumstance and establishing that officers must file a use of force report when they draw or display a firearm

SOP 970 – Search Warrants

- Completely banning Milwaukee police officers from seeking and executing no-knock search warrants

SOI – Sensitive Crimes Division

- Creating greater safeguards for evidence related to sensitive crimes and the privacy of complainants

SOI – Traffic Safety Unit

- Creating a Traffic Safety Unit that is committed to community partnership with the goal of creating a safer city by enforcing traffic laws, educating and partnering with the community in solving traffic problems, and recommending traffic-engineering changes

MPD Discipline Matrix

- Establishing a uniform and standard application of discipline for police officers
-

 *Standard Operating Procedure (SOP)*

 *Standard Operating Instruction (SOI)*

COLLINS SETTLEMENT AGREEMENT

On July 23, 2018, the U.S. District Court for the Eastern District of Wisconsin entered an order adopting a settlement agreement among the parties to *Charles Collins, et al. v. City of Milwaukee, et. al.* The plaintiffs in that case alleged that there had been racially disparate and unjustified stops, frisks, and other unconstitutional police actions. The Defendants denied those allegations, and maintained that denial in the settlement agreement. By the terms of the agreement, the city of Milwaukee, the Fire and Police Commission, and the chief of the Milwaukee Police Department in his official capacity (collectively, the "Defendants") are committed to implementing significant changes to policies, training, supervision practices, and the use of sharing of data.

Key Elements of the *Collins* Settlement Agreement:

- Amendments to Milwaukee Police Department policies, training, and behavior
- Strengthened supervision capacity
- Consistent documentation and enhanced data collection and analysis
- Improved transparency and accountability

***THE ULTIMATE GOAL IS CONSTITUTIONAL POLICING IN
THE CITY OF MILWAUKEE***

COLLINS SETTLEMENT AGREEMENT CONT'D

The settlement compliance efforts are monitored by the Crime and Justice Institute (CJI), which creates annual and biannual reports and data analyses.

CJI's Third Annual Report was released at the end of September 2021. As reflected in the report, the FPC has continued its concerted efforts to achieve compliance with the settlement agreement and has made significant progress in this respect.

- The FPC is now either **"compliant"** or **"in process"** toward achieving compliance with respect to all 20 settlement clauses that apply directly to the FPC. For the first time, none of these requirements are deemed non-compliant by CJI.
- The FPC and MPD are also **communicating** and **collaborating** more effectively with each other, the report said, particularly around audits.
- The report also noted that the FPC has made progress in **building** its Audit Unit. This unit is instrumental to the FPC's compliance efforts, but will also be an invaluable aspect of the FPC's oversight functions moving forward.
- Close **coordination** between the FPC team concerned with compliance efforts and the City Attorney's Office has helped to further **compliance efforts** and ensure a **unified** approach to those efforts.



COLLINS SETTLEMENT AGREEMENT CONT'D

The FPC's compliance efforts and capacity have been significantly expanded by the staffing of the new Audit Unit. The Audit Unit is composed of one audit manager and two full-time auditors.

The Audit Unit is tasked with:

- Reviewing all internally generated complaints
- Auditing data, dashboard camera footage, and body worn camera footage of traffic stops, field interviews, no-action encounters, frisks, and searches on a six-month rotation
- Auditing citizen complaints filed with the FPC and MPD on a six-month rotation

This undertaking has been structured and scheduled carefully with input from CJI, and with systems access arranged in conjunction with MPD.

While CJI's Third Annual Report recognizes that notable progress has been made, it also reflects that the FPC, MPD, and the city of Milwaukee have more work to do to reach full compliance and accomplish the ultimate goal of constitutional policing. The FPC is fully committed to this essential work, as well as to exercising its critical oversight function to support MPD and hold the department accountable to meet its settlement obligations.



RECRUITMENT PRIORITIES

The FPC employs one full time recruiter who works closely with both the Fire and Police Departments to ensure that effective outreach attracts qualified candidates to pursue careers in public safety with the city of Milwaukee. The FPC's recruiter attends hundreds of job fairs and other recruiting events each year and actively communicates with thousands of potential candidates each year by phone, text, and email – making sure that their questions are answered and that they are ready for each step of the testing process.

The FPC's recruiter has implemented extremely effective outreach efforts to keep candidates engaged in the lengthy testing processes that are necessary for public safety positions. While for many jobs in the private sector a candidate might apply, be interviewed, and be hired within a matter of weeks, for public safety positions the process generally takes place over the course of many months.

This extended timeframe often results in candidates dropping out of the applicant pool. Through the use of mass texting software programs and an active social media presence the FPC has been able to keep candidates engaged and informed. In partnership with MPD and MFD, the FPC's recruiter also organizes dozens of preparation sessions each year, allowing applicants to familiarize themselves with each stage of the testing process (written test, oral interview, physical readiness test) and prepare themselves to perform their best.

RECRUITMENT PRIORITIES CONT'D

Equity and Inclusion

Recruitment for police officers and firefighters is conducted through a lens of **equity and inclusion**.

- To recruit diverse talent, the FPC targets local schools, career fairs, and community events.
- Emphasis is made on events to engage MPS students to build a pipeline of diverse candidates.
- Recruiting is done at open houses, community events, and cultural hubs like Sherman Phoenix, Latino Family Expo, Mexican Fiesta, and Puerto Rican Fest, as well as other strategic locations.



Retaining Talent

Keeping potential candidates educated and engaged in the hiring process is critical.

- Recruitment and hiring processes can be extensive, so retaining the recruited talent is important.
- Maintaining constant communication with candidates is critical – the FPC has a text messaging system to which candidates can subscribe to stay informed.
- Workshops are offered to recruits to prepare them for written and oral exams and for the physical readiness test.

RECRUITMENT EFFORTS

Despite some limitation during the COVID pandemic, the FPC recruitment efforts did not cease. We were able to get back out and educate the community on the upcoming fire cadet, 911 telecommunicator, and police officer recruitments.



Firefighter Shirley DeJesus is assisting a community member with the fire cadet application at the Family Latino Expo 2021. Applicants also received FPC bags filled with various goodies!

The Milwaukee Fire and Police Commission and Milwaukee Fire Department hosted a table at the Sherman Phoenix: Blackout event to recruit for upcoming positions and assist with fire cadet applications and preference points onsite. Laptops for applications were provided for interested applicants to apply in real time.



CAMPHERO 2021

CampHERO is a week-long, overnight camp for high schools girls that allows them to participate in hands-on activities within the careers of a firefighter, police officer, and paramedic. This is a partnership between MATC, the Fire and Police Commission, Milwaukee Police Department, Milwaukee Fire Department and Girl Scouts, taught primarily by women of MFD, MPD, and MATC.

During the day the girls partake in events such as rappelling down the side of a building, learning CPR, and processing blood splatter analyses. They also get to talk to women in high-ranking positions about what it is like to be a woman of leadership in a male-dominated field. At night they experience overnight “camp life” at Girl Scout Camp Trefoil Oaks.

This was our fifth summer conducting CampHERO Milwaukee. Despite having to cancel CampHERO in 2020 due to Covid-19, this year’s camp was unanimously declared everyone’s favorite year. We had an amazing group of girls, new partners, and activities. We also held the first overnight stay at the Milwaukee Fire and Police Academy.



MFD FIREFIGHTER FIRSTS

Firefighter Mackenzie Berlin attended CampHERO in 2016, during her freshman year in high school. She enjoyed the camp so much that she applied and was accepted into the fire cadet program in 2019 and is now officially a firefighter with the Milwaukee Fire Department as of November 2021.

Mackenzie is the first woman to have attended CampHERO and become a sworn member with the Milwaukee Fire or Police Departments. We have had other CampHERO alums apply for MPD and MFD positions – one even became a fire cadet – however, Mackenzie is the first to become a sworn and official member of the Milwaukee Fire or Police Department.



MFD FIREFIGHTER FIRSTS

Former Milwaukee fire cadets and now firefighters, Simon Thao and Sakura Xiong, made history as the first Hmong firefighters on the Milwaukee Fire Department. They completed the two-year fire cadet program in 2019 and were appointed as firefighters in November 2021. Milwaukee has the fourth largest Hmong population in the country, and the ability for the Hmong community to be represented in the Fire Department is a big deal.

Link to related TMJ4 story: https://www.tmj4.com/asian-american-heritage/two-hmong-americans-will-be-the-first-to-become-milwaukee-firefighters-in-city-history?fbclid=IwAR2Nzq54j5t3MSeUA-hFd9J4EAMzJDC5_1ITiJ9kPWzXNoqw9wEaiyafqY



MFD fire cadets including Thao and Xiong

CITIZEN COMPLAINT INVESTIGATIONS

A primary function of the FPC is to provide a viable citizen complaint process that ensures that MFD and MPD personnel treat community members with courtesy and respect according to the rules and regulations of their respective departments. The FPC citizen complaint process has four goals:

1. Increase transparency and community confidence in the citizen complaint process;
2. Establish an independent system for receiving, investigating, and disciplining department members for acts of misconduct;
3. Provide a means to analyze complaints for the purpose of identifying trends or patterns within MFD or MPD; and
4. Monitor and audit complaints and discipline investigations conducted by MFD and MPD to ensure a fair and thorough process.

In addition to the FPC, the Internal Affairs Division (IAD) of MPD also receives and investigates complaints filed against MPD employees. Likewise, complaints filed directly with MFD are investigated by MFD Assistant Chiefs. When complaints are filed directly with MPD or MFD, the FPC may audit the completed investigations to ensure thorough, credible, and fair results. If a complainant is not satisfied with a specific departmental investigation, the FPC will also conduct a review of the particular investigation and its outcome.



CITIZEN COMPLAINT INVESTIGATIONS CONT'D

Responding legitimately to citizen complaints is critical to the community's perception of MFD and MPD. The public's confidence in these departments can be enhanced by proper civilian oversight of the complaint process. The primary components of the citizen complaint process include independent investigations, a mediation program, and timely resolution.

Citizen complaints are accepted by the FPC via mail, email, phone, fax, and through online submission, as well as in person. The two FPC investigators are responsible for investigations and resolutions of citizen complaints. Although complaints are typically designated as "formal" or "informal," **all** complaints are investigated thoroughly and professionally, from minor concerns to allegations of significant misconduct

In 2021, the FPC received 99 citizen complaints (33 formal and 66 informal)



COMMUNITY OUTREACH

The FPC is committed to building long-term relationships with community stakeholders and partners; one of the guiding principles of the FPC is to improve community relations. Strong relationships with the Milwaukee community improve the effectiveness of every responsibility of the commission: policy oversight, hiring and recruiting, citizen complaint investigations, disciplinary appeals, research, and reporting.

Effective community relations are not only a goal for the FPC, they are a goal for both public safety departments and each employee. The most visible public relations tools are the members of MFD and MPD performing their job in the community, from the bicycle officer patrolling the neighborhood to the firefighter administering first aid.



COMMUNITY OUTREACH CONT'D

In 2021, FPC staff members attended numerous in-person events to spread the word about the work of the FPC and the departments.



Kids enjoying our interactive displays at the 2021 Puerto Rican Festival.



Fire and Police Commission Recruiter Kisha Buford and Firefighter Alberto Uscanga proud of their set up at the start of Mexican Fiesta 2021.



THANK YOU



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Commission**

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